

The logo consists of a blue rounded rectangle with a white 'PPI' text inside.

Report designed for

**Sally Sample**

# Profiles Performance Indicator 2.0 Management Report

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Sample Company  
Profiles Office Park  
5205 Lake Shore Drive  
Waco, TX 76710

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## Management Report

The primary purpose of this Management Report is to provide you with information concerning the significant behavioral indicators of Ms. Sample and her preferred style of performing her job. You will also get a good picture of her potential for growth and development within your organization and how you can help her maximize her potential.

This report measures behavioral indicators in four different aspects.

1. Behaviors in the following critical, job-related components along with suggestions for improving performance in the following areas:
  - Productivity
  - Quality of Work
  - Initiative
  - Teamwork
  - Problem Solving
  - Adapting to Change
2. How Sally Responds to Job-Related Stress, Frustration and/or Conflict
3. What Motivates Sally
4. Motivational Intensity of Ms. Sample

## Summary of Behavioral Indicators

This section of the report summarizes the typical behavioral indicators of Sally with regard to six critical job-related components. The purpose of this information is to help you identify and make full use of her strengths and to help her manage those areas that might be limiting her effectiveness.

### 1 Productivity

- She can become critical of others who do not share her sense of urgency.
- Usually, she prefers setting priorities and estimating the time required to complete a task.
- She does not enjoy work situations in which production goals are not clearly defined.
- Concerned with immediate results, she emphasizes the basics as opposed to complicated approaches.

#### **Suggestions for improving her effectiveness:**

- Realize that others may need time to adjust to her quick decision-making style.
- Keep an eye on long-term processes in her attempts to get immediate results.
- Recognize the need for solid thinking about implementation with the support necessary to reach challenging goals.
- When appropriate, look for possible shortcuts to make work routines more efficient and productive.
- Develop a willingness to balance accuracy and thoroughness with getting timely results.

## 2 Quality of Work

- A perfectionist, she has a tendency to do much of the important work herself so as to be sure it will be done correctly.
- She might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality.
- She is capable of producing timely results; however, she tends to be more results-oriented than quality-oriented.
- She prefers to receive specific, detailed instructions.

### **Suggestions for improving her effectiveness:**

- Concentrate on her ability to follow through on a project.
- Take the time to work out the steps in a process in writing before beginning a project.
- Avoid becoming defensive to comments about her decisions, opinions, and performance.
- Avoid becoming so guarded that she loses touch with her creativity.

### **3 Initiative**

- She explores options but displays a sense of urgency in decision making.
- She will rarely ask others to confirm her thoughts and ideas before acting.
- Ms. Sample is very assertive in most cases and insists on quality output.
- She may tend to analyze information privately and then act decisively with little input from others.

#### **Suggestions for improving her effectiveness:**

- Learn to pace herself better; know when and how to relax.
- Learn how and when to challenge policies and supervision.
- Accept that everyone makes mistakes but successful persons learn from those mistakes.

## 4 Teamwork

- She prefers a fast-paced environment where justifiable change is embraced and implemented.
- Sally can effectively analyze the talents of others and direct them to the activities for which they are best suited.
- Although a good talent evaluator, this demeanor can come off as hard and sterile.
- She works best when surrounded by others who share her focus on quality and innovation.

### **Suggestions for improving her effectiveness:**

- Look for points of agreement and common interest, especially if disagreement and conflict are an issue.
- Spend more time explaining her reasoning process, rather than just announcing her conclusions.
- Avoid a win/lose approach to people and relationships.
- Be willing to delay her individual work to assist others with high priority group projects.
- Develop the ability to delegate tasks to others.
- Share more of her ideas and feelings, when appropriate, and participate more in meetings.

## 5 Problem Solving

- Highly analytical and very direct, Sally is extremely task-focused and results conscious.
- She will usually dedicate herself to a system or process from conception to implementation and will work without the need for external rewards.
- While results-oriented, her problem solving style can lack empathy and put off other members of the group.
- Her style of problem solving is to be clear with her expectations for accuracy and meeting deadlines.

### Suggestions for improving her effectiveness:

- Explain steps in her reasoning process instead of assuming her conclusions are readily acceptable.
- Take time to identify the underlying issues of a problem.
- Avoid sharp criticism of others.
- Guard against the limitations of becoming something of a purist, i.e., falling into a narrow expert's perspective and failing to appreciate the viewpoints of others.
- She should try to reduce rigidity in her thinking along with her need to be exceptionally accurate.

## 6 Adapting to Change

- She would likely want to be an active participant in creating procedures for a change process, maintaining timeliness but also applying systematic thinking throughout development.
- Ms. Sample will express strong reservations about any change process that is not specific and systematic.
- Sally tends to see things in a matter-of-fact fashion, including how she envisions the proper course of a change process.
- She would rather participate in the development of a detailed change process than to follow along blindly after a hasty process has been enacted.

### Suggestions for improving her effectiveness:

- Encourage Ms. Sample to trust others more and to allow their change implementations to progress unhindered and free from judgment.
- Encourage Sally to truly motivate others at an emotional level (or find others who can do so) when she supports a change process, rather than simply expecting others to comply without feeling engaged in the process.
- Appeal to her preference for progressive action when she becomes hindered by a focus on petty details.
- While she is less likely than others to slow a change process with fault-finding observations and unnecessary questions, she may occasionally need to refocus her attention if such cases arise.

## How Sally Responds to Job-Related Stress, Frustration and/or Conflict

When experiencing stress, frustration and/or conflict in a job setting, Sally may:

- Become self-reliant, rely on her own strengths and capabilities.
- Act with, and express, a sense of urgency for others to act now.
- Rise to the occasion and take charge of uncertain situations.
- Think before responding, checking facts first.
- Weigh the pros and cons, see the trade-off in situations.

If, however, the level of stress, frustration and/or conflict becomes intense and/or continues over an extended period of time, there may be a tendency to:

- Act recklessly, become inattentive to critical details and important routine tasks.
- Overstep policies, respond without checking with proper authority.
- Become argumentative, making it difficult for others to compromise and reach agreement.
- Not be flexible enough to provide concessions which would help solve the problem.
- Over-think and over-analyze decisions and fail to make decisive recommendations.

## What Motivates Sally

This section of the report describes the different types of incentives, rewards and conditions that are most compatible with her behavioral tendencies and motivational style. When motivating Sally, consider providing:

- The opportunity to be first, number one; to be the best.
- Opportunity to control, to be in control of people and situations.
- The opportunity to be in charge, to be assertive, to be the leader.
- New challenges in areas of interest that are a real test of abilities.
- The opportunity to be critical and analytical.
- Personal autonomy, the opportunity to work independently.
- The assurance that identified and agreed upon standards and objectives will not be changed or sacrificed.

## Motivational Intensity

Motivational Intensity (MI) reflects the intensity that is shown as a person approaches most situations.

Her MI indicates that she will approach most situations with a rather high intensity and suggests that she might be inclined to show one or more of the following behaviors:

- When acknowledging and recommending employees, she may emphasize individual accomplishments over group contributions. As a result, unproductive competition among team members might increase while team efforts suffer.
- A craftsperson, Sally likes to see things done correctly. Consequently, she can be overly critical of others who do not maintain her high standards.
- Although typically she tries to consider the impact of all decisions, she has a tendency to take a narrow view when making decisions that affect others.
- Sally enjoys being in control of relationships and she may be inclined to dominate and cut off the expression of important information from others.

## Overview of Sally

The chart below shows the scores attained for the five scales by Ms. Sample. When we observe her scores, we may predict what is most likely to be noticed in her daily activities – the higher the score the more intense the behavior. These scores suggest the following:

- Sally may appear arrogant and demanding, thus frustrating others.
- She sometimes acts recklessly or becomes inattentive to critical details and important routine tasks.
- Occasionally, she may dominate a group and cut off the expression of important ideas from others.
- Because she is capable of stating her position firmly and with conviction, she might be perceived as arrogant and overly demanding.

The chart shows the relative relationship of her scores on all five scales.

